



Board of Corrections
Strategic Plan

2002–2007

Youth and Adult Correctional Agency

Strategic Direction for California State Board of Corrections

2002-2007



Introduction

This document articulates a mission, guiding principles and vision for serving those whom we are in business to serve and for engaging stakeholders in the process of doing so. It identifies strategies that distinguish the Board of Corrections from other public agencies in the pursuit of its mission. It is a recipe for a strategic approach to correctional effectiveness that captures a visionary attitude on the part of the Board's managers and a belief in the wisdom of those we serve.

This continues to be a period of profound structural change in the relationship of the public, private, and private/nonprofit sectors, in the corrections community nationally, statewide, and locally in California, and in the speed with which the various branches of government impact one another. The ability to improve productivity and enhance the delivery of public services depends on managing strategic change, engaging stakeholders in a genuine way, and honoring agreements made in a consensus building process.

The Board has conducted formal strategic planning for over fifteen years using the process to engage the Board, its managers, staff, and stakeholders to envision its future and develop the necessary procedures and operations to achieve that future. This vision of the future provides both the direction in which the Board will move and the energy to sustain that move. This process does more than assist the Board in *planning* for the future; it helps the Board *create* its future.

The Board of Corrections works closely with local corrections systems, which in turn, address juvenile and adult offenders and high-risk pre-delinquent youth in the interest of maximizing the safety of California's people and property. Local corrections systems are complex and varied around the state; they typically span a variety of public agencies¹, engage the resources of a wide array of private nonprofit and community-based organizations², and rely on partnerships with private entities³.

While local corrections organizations (sheriff and police jails, departments of corrections, probation departments, juvenile halls, and juvenile camps) are the primary customers of the Board, these organizations are parts of wider systems of resources that bear on this primary relationship.

¹ boards of supervisors, administrative offices, personnel departments, jails, probation, courts, police, sheriff, social services, health and human services, mental health, education, and others

² substance abuse treatment and recovery programs, foster care providers, youth diversion programs, victim services organizations, and many others

³ construction, suppliers of health, food, telephone and other services, employers and their unions, and think tanks

Board of Corrections management uses the kinds of strategies identified in this plan to move forward to:

- Engage constituents and other stakeholders in the promulgation of standards that will govern their quality of service delivery.
- Recognize the importance of using knowledge and wisdom of the past to guide a process of continually engaging constituents and stakeholders in an improvement process.
- Embrace sound principles of project management that are guided by a desire to add value to the client arena, a trust in the project leadership capability present at the Board and in California's local corrections communities, and a devotion to honoring and meeting commitments as projects become implemented.
- Provide avenues of participation in the work of California's local correctional communities by whatever sector can best compete to produce the greatest public safety while recognizing core tasks established as the bedrock of public agency responsibility.
- Build high quality information for use in the corrections community strategic decision making.
- Improve the quality of all strategic decisions by:
 - 1) Systematically involving those with the most specific knowledge.
 - 2) Obtaining the participation of those who must carry out the decisions.
 - 3) Avoiding premature closures of any effort that could lead to this decision going in undesirable directions.

The strategies stated here distinguish the Board of Corrections from alternative methods of administration in the public sector. The Board keeps focus on fundamental changes in management and practices of California's local juvenile and adult corrections communities; brings information to bear on predictability of the value of change; and encourages the employment of specific leadership, consultative, technical, and technological skills to promote safety, security, and professionalism among managers of local agency corrections systems. Strategies are never self-implementing, nor can they be initiated and left unattended. Their value depends on the commitment of local officials to the principles associated with their agency's implementation of each strategy.

This plan is a living document, changing with the evolving needs of the local juvenile and adult corrections communities. We will accomplish our goals only if we continue to build on the statewide infrastructure already in place. Your input is critical, and we welcome comments and suggestions.

The Mission of the Board of Corrections is Both a Reflection of and a Guide to its Strategies Vis-À-Vis California's Local Corrections Communities



BOARD OF CORRECTIONS MISSION

The mission of the Board of Corrections is to provide visionary leadership focused on local correctional effectiveness. Bringing together leaders in corrections, and the sectors partnering with them, to jointly explore pivotal corrections issues while persistently engaging in efforts that bridge the gap between theory and practice. We strive continuously to develop knowledge on how corrections organizations can be effectively managed across systems that would otherwise be disconnected. These efforts are outcome driven, research based, and designed to inspire innovation, experimentation and cooperation while optimizing their influence toward positive change.

GUIDING PRINCIPLES

FOCUS

We focus on local corrections and direct our efforts toward the development of competent corrections personnel; the design, construction, and administration of quality detention facilities and programs; while always promoting sound security, health and safety practices.

INTEGRITY

We believe in maintaining the utmost integrity. We conduct our business with honesty, trust and professionalism, and strive to meet the highest of ethical standards.

PLANNING

Our planning supports and guides the Board, enhances the mission of the operating divisions, and sets future direction. The process will describe our activities and purpose accurately, and realistically, in concert with our everyday actions.

QUALITY

We strive for continual improvement in our quality of action, technical assistance, and financial support. We listen. We respond to the needs of our constituents efficiently and effectively. We value the opinions of our internal and external stakeholders, and strive to provide premier service.

ENVIRONMENT

We treat all clients, internal and external with the highest respect and appreciation while fostering an environment of openness and trust where:

- Self-management and skills development are encouraged.
- Actions reinforce the belief people can and will perform responsibly.
- Innovation and new ideas are the norm.
- Authority and responsibilities are delegated to the lowest practical level.
- Prudent risk-taking and decisive actions are promoted.

TEAM WORK

We strive to work constructively and cooperatively with each other and with people from all sectors who are involved in or responsible for local corrections while encouraging participation and involvement by all. We seek opportunities to enter team efforts that enhance the Board's goals.

COMMUNICATIONS

We share information throughout the organization and with our constituency so that everyone understands how their involvement relates to the Board of Corrections success.

RECOGNITION

We believe each of our stakeholders is special and tailor our products and services to meet their individual needs, while recognizing achievements and performance consistent with the Board's vision, mission, principles, and goals in a manner appreciated by the recipient.

Board of Corrections Vision



*Through Responsiveness, Respect,
and Commitment we are the leading
provider of state support and services
to California's
local corrections community!*

Purpose of the Board of Corrections



The purpose of the Board of Corrections as mandated in the California Welfare & Institutions and Penal Codes includes:

- Ensuring the establishment and continual re-evaluation of minimum standards for local juvenile and adult detention facilities, conducting a continual “problem solving” inspection of all local detention facilities biennially, and reporting to the Legislature on the results of those inspections.
- Reviewing the architectural plans for construction and remodeling of all local detention facilities.
- Establishing recruitment, selection, and training standards for all local corrections personnel working in jails, juvenile detention facilities, or probation departments.
- Administering federal and state detention facility capital construction grants for local detention facilities.
- Administering state-funded local corrections pilot and demonstration projects.
- Approving state-funds for programs in local communities for the development and implementation of comprehensive, multiagency strategies for preventing and effectively responding to juvenile crime.
- Conducting studies in crime and penology and creating, upon its own initiative or upon the request of the Governor, special commissions to assist the Board in the study of crime.

Summary of the Board's Major Duties and Responsibilities



The Board of Corrections (BOC) works in partnership with city and county officials to develop and maintain standards for the construction and operation of local jails and juvenile detention facilities, and for the employment and training of local corrections and probation personnel. The BOC also inspects local adult and juvenile detention facilities; disburses training funds; administers grant programs that respond to facility construction needs, juvenile crime and delinquency, and mentally ill offenders; and conducts special studies relative to the public safety of California's communities.

In carrying out these major responsibilities, the BOC and its staff work closely with county sheriffs, directors of corrections and chief probation officers, as well as other local officials and community-based service providers, to achieve continued improvement in the conditions of local detention facilities and the delivery of effective local corrections programs.

Organization and Composition

The BOC was established in 1944 as part of the reorganization of the state prison system. Statutes relating to the authority, programs and mandates of the BOC are contained in the California Penal and Welfare and Institutions Codes. Operating regulations are found in Title 15 of the California Code of Regulations, and physical plant regulations are contained in Title 24 of the Uniform Building Code.

The BOC is composed of 15 members, 12 of whom are appointed by the Governor and confirmed by the Senate and three of whom are designated in statute. The appointed members represent specific elements of local juvenile and adult criminal justice systems and the general public. The statutory members are the Secretary of the Youth and Adult Correctional Agency, who serves as Chair of the BOC, and the directors of the Departments of Corrections and Youth Authority. The BOC meets bimonthly and all meetings are open to the public.

Overview of Board of Corrections' Divisions



Facilities Standards and Operations Division

The Facilities Standards and Operations Division (FSOD) works in collaboration with local corrections agencies to maintain and enhance the safety, security and efficiency of local jails and juvenile detention facilities. Specific activities of the FSOD include:

- Establishing and updating minimum standards regarding the design and operation of local adult and juvenile detention facilities (California Code of Regulations, Titles 15 and 24).
- Inspecting local detention facilities every two years and assisting agencies in their efforts to remain in compliance with minimum standards.
- Reviewing and analyzing all architectural plans for new facility construction and remodeling to determine cost-effectiveness and standard compliance.
- Administering the Jail Profile and Juvenile Detention Profile Surveys, which involve collecting and reporting data providing a statewide profile of local jails and juvenile detention facilities.
- Administering the Mentally Ill Offender Crime Reduction Grant Program, which supports locally developed demonstration projects designed to reduce crime, jail crowding and criminal justice costs related to mentally ill offenders.
- Administering the Juveniles in Jail Removal/Compliance Monitoring Program, which involves monitoring, training and technical assistance activities related to federal compliance issues on the secure detention of status offenders and the separation of minors from adults.
- Providing technical assistance and training to cities and counties regarding standard compliance and various outsourcing opportunities.

Corrections Planning and Programs Division

The Corrections Planning and Programs Division (CPPD) develops, administers and evaluates programs in collaboration with local corrections agencies to enhance the effectiveness of correctional systems and improve public safety. Specific activities of the CPPD include:

- Administering the federal Violent Offender Incarceration and Truth-in-Sentencing Incentive Grant Program, which funds local adult and juvenile detention facility construction projects.
- Administering the County Juvenile Correctional Facilities Act, a state program which supports the construction, renovation, modification and improvement of local juvenile facilities.
- Administering the Juvenile Crime Enforcement and Accountability Challenge Grant Program, which funds demonstration projects aimed at reducing juvenile crime.
- Administering the Repeat Offender Prevention Program, which funds demonstration projects designed to curb recidivism among high-risk offenders.
- Engaging local stakeholders in the development of state-of-the-art detention facilities and collaborative, innovative approaches for preventing, reducing and responding to juvenile crime.
- Providing technical assistance, information-sharing opportunities and educational resources to local facility administrators, program managers and project staff.
- Evaluating the effectiveness of locally developed programs in achieving desired outcomes.

Standards and Training for Corrections Division

The Standards and Training for Corrections Division (STC) works in collaboration with local corrections agencies and public/private training providers in developing and administering programs designed to ensure the competence of local corrections professionals. Specific activities of the STC include:

- Administering the Corrections Training Fund, which provides monies to local corrections agencies to help offset the cost of meeting selecting and training standards.
- Developing and updating standards which lead to the selection of qualified people for employment and the maintenance of staff proficiency.
- Administering a seven-step selection criteria system that complies with federal and state guidelines.
- Administering a statewide training course certification process that includes a coordinated training delivery system.
- Monitoring participating departments for compliance with standards and assisting agencies in their efforts to remain in compliance.
- Providing technical assistance and support to local corrections departments and training providers.

Board of Corrections 5-Year Program Goals



- Champion increased support and funding to continue facilitating quality design and operations of all California's local juvenile and adult detention facilities and complete the construction of all necessary county juvenile hall and jail facilities consistent with legislative policy.
- Ensure the continued development and implementation of minimum standards for local juvenile and adult detention facilities, programs, and personnel.
- Achieve additional funding for the Corrections Training Fund that increases subvention to local corrections to cover the increasing number of eligible personnel and the escalating costs of recruitment, selection, and training.
- Ensure the continued development and implementation of programs that promote the prevention of crime and offer offenders the chance to change while holding them accountable for their actions.
- Ensure the continued development and implementation of statewide-automated data collection and exchange systems for reporting the demographic profiles of California's jails and juvenile detention facilities.
- Design a state/local partnership that will craft and implement a statewide system of offender programming with shared resources and responsibilities.
- Provide increased support at the state and local level for the development and implementation of juvenile and adult offender vocational and educational programs.
- Champion additional funding for the development and implementation of locally developed juvenile and adult programs designed to curb recidivism among persons with mental illness and create a reporting mechanism to focus closer public attention on this critical area.
- Establish the Board nationally as expert in local juvenile detention facilities and jail standards, operations, personnel, and construction.

Board of Corrections Objectives Focused to Achieve 5-Year Goals



These objectives constitute a fundamental statement of initial direction that builds on the Board's strong existing management capabilities and affirms the Board's commitment to the continued creation of improved capabilities in the area of corrections systems. Our goals will be achieved by:

- Providing local corrections with efficient access to information and technical assistance they require to operate constitutionally adequate juvenile and adult detention facilities and programs.
- Providing local corrections with the knowledge and skills, through training and development, necessary to optimize their operations and take advantage of federal, state, and local resources to accomplish their primary purpose in an effective manner.
- Structuring all Board operations to conform to state policy and to be consistent with local corrections needs.
- Establishing networks, interconnections, and collaboratives necessary to allow the transfer of information, shared resources, and coordinated efforts between private, local, state, and federal groups, while providing technical assistance to enhance these interactions.
- Improving the ability of all corrections—state and local—to recruit, select, retain, and promote qualified corrections professionals.
- Creating new applications of correctional practices, technology, and management that are timely and economical by providing advanced development project funding in critical areas to local corrections.
- Ensuring the continuous availability of state subvention to local efforts to construct, operate, and staff constitutionally adequate juvenile and adult facilities.
- Positioning the Board to capitalize on new opportunities for effectively using technology by monitoring and evaluating emerging national, state, and local programs and “best practices” in a systematic manner.
- Encouraging effective use of correctional funding and expertise by state and local agencies through refinement of state-level oversight policies, procedures, and guidelines.